

they see. If the draft comments from a company are illegible, misspelled, or incomplete, that is what will appear on the output back to the company. It saves time to give the PAC a good product to start with, so that retyping can be kept to a minimum.

If a rater's input is provided in long-hand, it should be on lined paper, not on a blank evaluation report. Too often, a typist has to try to decipher handwriting that has been crammed into the blocks on a blank form.

Occasionally a rater is so eager to write the best possible remarks that he writes too much, and when the form is typed the *remarks block is so crowded that it is hard to read*. This defeats the rater's purpose of praising the soldier. A rater should say what needs to be said and stop.

Everyone who must sign a report (rater, indorser, and reviewer) should proofread the same draft report and make corrections before it is prepared in final format. *For an enlisted efficiency report, this technique takes advantage of three pairs of eyes to catch all the mistakes and make all the corrections at the same time*. If the corrections are made separately

after each person reviews it, the report must be retyped three times instead of one. Each retyping delays a report and the length of the delay is extended by the time it takes to track down the different people who must sign it again. The same holds true for officer reports, although most such reports are signed by two people, the rater and the senior rater.

If an indorser does not want the rater to read his comments, the indorser can be shown the rater's corrected draft. The reviewer is going to see everyone's comments eventually, though, and it is best if he can edit the earlier draft without having it retyped. The reviewer should at least see the first typed, corrected draft, and then signatures should be obtained only after each section is retyped.

An excellent aid in preparing efficiency reports is a home computer. More and more people are getting computers, especially senior NCOs and officers, the same people who are most involved with efficiency reports. The ease of editing, spell checking, and legibility provided by a word processor make it much more effective in supporting good writing than handwriting on lined tablets.

Two more benefits of the word proces-

sor are its file storage and "cut and paste" capability. Once an efficiency report (or any other document) is on a disc, it is available for further use or reference. Cut and paste allows a rater to take well-written duty descriptions (or awards narratives) and transfer them to another document without rethinking and retyping. And if a rater's input is somehow lost, he can easily print out another copy. (In the past couple of years, the U.S. Military Academy has required every cadet arriving at West Point to purchase a "home" computer.)

Since we can't escape writing efficiency reports, we must tackle them and expend the effort necessary to do them correctly the first time so we can get on to other things. We owe professional appraisals to our soldiers. We also owe them to the Army, and particularly to the people who must make decisions on those soldiers' promotions and assignments.

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The Warrior Spirit In The Reserve Components

LIEUTENANT COLONEL DUNCAN M. THOMPSON

The "Warrior Spirit," along with the "Warrior Ethic," is an ingredient that is essential to a soldier's overall mental and physical commitment to accomplishing his mission and surviving on the battlefield. While some soldiers may have been born with the Warrior Spirit, most have to learn it through experience and association with professional soldiers, through

membership in well-disciplined and well-trained units, and through tours of duty in combat assignments.

If our soldiers are to survive on the battlefield and accomplish their assigned missions under the constant stress of battle, tactical skills must become instinctive. Soldier technical skills and the Warrior Spirit are the most important

requirements for the Reserve Component (RC) soldier, regardless of rank or position.

Until now, the expectation has been that when he put on his uniform the "civilian" underwent a mental transformation and became a soldier; that was the best we expected of him. This can no longer be an acceptable standard. In light



of the growing importance of the Reserve Components and the Army's increasing reliance upon them for national defense, our RC soldiers must now maintain the Warrior Spirit, and the Warrior Ethic, all of the time. Our mobilization and readiness mission requirements today call for a "come as you are" capability. We can no longer expect to have an abundance of training time to get ready for war.

Realism in training is essential to the task of instilling the Warrior Spirit in our soldiers. This kind of training (conducted within safety requirements, of course) will help prepare soldiers to perform their duties and responsibilities under stressful conditions and in a lethal environment.

Commanders and leaders must ensure that field training exercises (FTXs), no matter what the missions or goals may be, are conducted within Army doctrine and standards and always in a tactical mode. This includes requiring soldiers to conduct field training with full combat loads and individual weapons and requiring units to operate with their organic tactical equipment and crew-served weapons. Improvements in the use of individual and crew-served weapons during FTXs will promote the Warrior Spirit and will help make sure that each soldier becomes intimately familiar with the

basic tools of his trade.

Leaving tactical equipment and weapons at home stations in Army Reserve Centers and National Guard armories retards a soldier's familiarity with his equipment and individual weapon. This, in turn, reduces a unit's effective combat power. A soldier's basic instinct must be the care, cleaning, maintaining, and effective use of his weapon, and weapons left at home serve no useful purpose.

Unit commanders and leaders must continually review their tactical standing operating procedures (TACSOP) to make sure the procedures conform to current Army doctrine and provide those actions needed for mission accomplishment and soldier survivability. Collective and individual tactical training procedures must be kept current and must be practiced consistently.

Commanders and leaders must also make sure their soldiers perform to the standards of the unit's TACSOP during all field training exercises. Battle drills and situational training exercises derived from the TACSOP must be consistently conducted to ensure that individual soldiers and units can operate within the dictates of the TACSOP. Soldiers must be skilled in performing their duty military occupational specialties (MOSSs), which

means they have both the technical competence and the tactical skills they will need on the battlefield.

Learning the overall skills of fighting is a never-ending process. Each soldier, Active or Reserve Component, must have the ultimate goal of "Train to Fight" and "Fight to Win." This is the Warrior Spirit.

If the Warrior Spirit is instilled in soldiers, the result will be a well-disciplined and well-trained unit. Soldiers who are not trained and disciplined will doom the unit and themselves to mission failure and death.

Finally, the philosophy of caring for the soldiers must include the idea that commanders and leaders are responsible for training them to the standards and for making their training meaningful, challenging, and productive. Gaining and maintaining the Warrior Spirit is the standard; nothing less can be acceptable.

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